# Scrum

## PSM-III Exam

**Professional Scrum Master**

# Questions & Answers
## (Demo Version - Limited Content)

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## QUESTION 1

At the seventh Sprint Review, the stakeholders are disappointed and angry. They have determined that the product or system being built will not meet their needs and will cost more than they are willing to spend. Which of the following statements could be true?

A. The PMO has not been engaged adequately.
B. The stakeholders haven't been attending prior Sprint Reviews.
C. The stakeholders haven't been using the Sprint Reviews to inspect and evaluate progress in the prior Sprint Reviews.
D. The Scrum Master has not ensured that the project is transparent
E. The Product Owner has not been keeping the stakeholders aware of the progress of the project.

**Correct Answer: B,C,E**

**Explanation/Reference:**

Scrum Guide:
Each artifact contains a commitment to ensure it provides information that enhances transparency and focus against which progress can be measured:
- For the Product Backlog it is the Product Goal. (Product Owner is accountable for developing and explicitly communicating the Product Goal)
- For the Sprint Backlog it is the Sprint Goal.
- For the Increment, it is the Definition of Done.
These commitments exist to reinforce empiricism and the Scrum values for the Scrum Team and their stakeholders.
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During the event, the Scrum Team and stakeholders review what was accomplished in the Sprint and what has changed in their environment. Based on this information, attendees collaborate on what to do next. The Product Backlog may also be adjusted to meet new opportunities.
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There is no PMO in Scrum

## QUESTION 2

Why is Scrum referred to as a framework?

A. You can use the elements needed for it to best perform in your organization.
B. It needs all of its components to work as intended.
C. It is a foundation upon which other processes and techniques can be employed.
D. It is easy to learn but difficult to master.

**Correct Answer: C**

## Explanation/Reference:

Though a few of these answers are somewhat correct, not all are directly related to Scrum being a framework. From the Scrum Guide: "Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems."
And it complements: Various processes, techniques and methods can be employed within the framework. Scrum wraps around existing practices or renders them unnecessary. Scrum makes visible the relative efficacy of current management, environment, and work techniques, so that improvements can be made.

## QUESTION 3

Question:
You are the Scrum Master for three Scrum Teams working on the same project. There is one Product Backlog that all three teams must select from. There is one codebase. All three Scrum Teams come to you because they are anticipating a problem in the upcoming two Sprints. Each Scrum Team needs full-time support from an external person, Mary.
Mary is the only DBA with check-in/checkout permission for the database subschema they will be changing. The Scrum Team claim that they can't proceed into these Sprints without Mary, full time, on their team.
What do you do?

**Correct Answer: In case you have your own experience in those scenarios, techniques, and learnings, you can describe them to help sustain your answer.**

## Explanation/Reference:

The Scrum Master can suggest that the Scrum Team collaborates with the Product Owner to re-order the Product Backlog items in a way that Mary can serve one team full-time in a Sprint while other teams work on items that do not require Mary immediately.
It can be also an opportunity for the Developers from the Development Teams with an interest in Mary's domain that could volunteer to take on this work in their respective teams, so they are exercising self-management and also improving their skills, becoming even more cross-functional.
As the Scrum Master serves the organization by leading, training, and coaching the organization in its Scrum adoption; Planning and advising Scrum implementations within the organization according to the Scrum guide, I can also help the organization on aiming to change this structure where they have only Mary as DBA with checking/checkout permission and share these skills and permissions with others, guiding this organization on improving the cross-functionality of its teams.

## QUESTION 4

One of the Scrum events is the Sprint Review. How does the Sprint Review enable empiricism? What would the impact be if some members of the Scrum Team were not present?

**Correct Answer: This answer covers the two parts of the question since it asks about how the Sprint Review event enables empiricism and what is the impact in case not the entire Scrum team attend it.**

## Explanation/Reference:

The Sprint Review enables empiricism by providing an opportunity for the Scrum Team and the interested stakeholders to inspect the increment and adapt the backlog. The Sprint Review supports transparency because everyone can see what has been produced in the Sprint.
If only part of the Scrum team was present, there would be less transparency. The Scrum Team members who were not present lose the opportunity to directly hear the feedback provided during the review. Directly hearing from stakeholders increases their understanding of what the stakeholders want.

## QUESTION 5

In what way does Scrum encourage ethical behavior, doing "the right thing", in product development?

**Correct Answer:**
**Remember to use and describe the Scrum values as means to teach and apply Scrum, and as Scrum Master, is your responsibility to know how and why to use them.**
**In order to build trust and have a strong team, the Scrum values support that process.**
**If you have your own experience, describe it, it will enhance the quality of your answer.**

## Explanation/Reference:

In Scrum, we build quality working products that are valuable to our organization and end-users. We are transparent about the work we do, challenges, and all uncertainties we face. We share knowledge, we communicate and collaborate with each other, we seek opportunities to inspect and adapt so we can improve ourselves and our process and tools, and hold ourselves and others accountable. We look beyond ourselves. In this, we are guided by the Scrum Values of Commitment, Courage, Focus, Respect, and Openness. It is also valuable to mention that when the team lives the values, the pillars of transparency, inspection, and adaption come to life.
The Scrum Guide says "The Scrum Team members learn and explore the values as they work with the Scrum events and artifacts. When these values are embodied by the Scrum Team and the people they work with, the empirical Scrum pillars of transparency, inspection, and adaptation come to life building trust."

You have been appointed the Scrum Master for a brand new product your organization is planning to develop. A Product Owner has also been appointed. Initially, nineteen developers will work on the product. What approaches are common for forming teams for this product, and how do they likely benefit or hinder the Product Development effort?

**Correct Answer:**
**Scrum Guide states that a Scrum Team is a small team of people with a Scrum Master, Product Owner, and Developers. They are cross-functional and self-managing, typically with 10 or fewer people.**
**If Scrum Teams become too large, they should consider reorganizing into multiple cohesive Scrum Teams, each focused on the same product.**
**Therefore, they should share the same Product Goal, Product Backlog, and Product Owner.**

**Explanation/Reference:**

Facilitate the teams in forming teams themselves.
Benefit: teams feel empowered and gain ownership. Knowledge of the group is used.
Hinder: can be a messy process, teams may lack the experience to do this effectively.
Form two or three cross-functional teams.
Benefit: cross-functionality helps teams to deliver working software. All knowledge and skills in the team.
Hinder: a team may not know what skills are needed for the new product, developers with expertise might lose touch with similar experts in other teams.
Form teams according to specialization. A front-end team and a back-end team for example.
Benefit: experts can quickly learn from each other.
Hinder: it will be harder to deliver working, integrated software that includes the work done by both teams. Not how Scrum describes teams, but nonetheless a possible strategy.

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